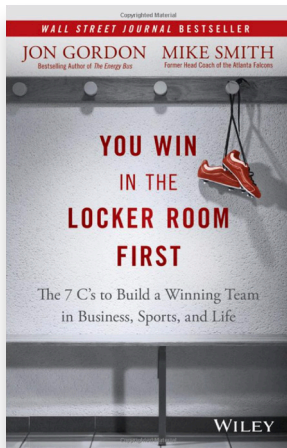


EXECUTIVE BOOK SUMMARIES

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You Win in the Locker Room First

THE NUTSHELL

John Wiley & Sons, Inc. 2015

Culture

Culture drives expectations and beliefs. Expectations and beliefs drive behaviors. Behaviors drive habits and habits create the future. If you look at the most successful organizations in business, sports, health care, and education you notice they all have great cultures. Most people don't understand that X's and O's won't sustain success. Culture will. You must spend more time on building your culture than on everything else. Culture is what produces wins over time.

If you are looking to build a new culture or transform the one you have, the first questions you should ask yourself are, "What do we stand for?" and "What do we want to be known for?" When you know what you stand for, you can find the people who stand for the same things as you.

Contagious

Great leaders and teams are positively contagious with a vision and purpose that drives them, positive thoughts that fuel them and emotions that energize them. Great leaders and teammates realize that their overall attitudes affect everyone in the locker room and the building.

Leadership is a transfer of belief and it's essential that you share positive beliefs with your team, especially from the beginning. The minute

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the season starts, it's time to set the tone and cultivate the right belief system. You can't wait until adversity happens to do this. Start from the beginning, and you will be strong when challenges come your way. I'm convinced one of the most important things a leader must do is be positive and optimistic. The research supports this by showing that optimism is a competitive advantage.

Consistent

As a leader you must be consistent in your leadership style, approach, attitude, philosophy, and tactics. If you start off being supportive and friendly with players, you can't go from being a players' coach to someone everyone hates. You can't go from encouraging to condescending. If you are not consistent throughout the year you will lose your team's trust, and as soon as that happens, you lose the locker room and in turn lose games. Please know this doesn't mean you won't have moments of anger or frustration. We all do. The key is to be who you are and coach the way you do all year long no matter what your win-loss record is. Your team must know what to expect from you. They must see that you stick to your principles and philosophy through adversity and challenges. You must be the same coach at 0-8 as you are 8-0. It's hard to do, especially when you are losing and the pressure mounts, but if you don't, then you are doomed for failure. The character you possess during the drought is what your team will remember during the harvest.

Communicate

Communication is the foundation of every great relationship. Communication builds trust. Trust generates commitment. Commitment fosters teamwork, and teamwork delivers results. Without great communication you don't have the trust to build a strong relationship and without strong relationships you can't have a strong team. Without great communication, negativity fills the void and it breeds and grows, resulting in negative contagious energy that quickly spreads.

People often think of communication as talking, but for me it's all about listening. The best communicator is not the person who is the most eloquent speaker, but the person who has the ability to listen, process the information, and use it to make decisions that are in the best interest of the team and organization.

Connect

The more I have worked with teams over the years, the more I realize that connection is the key to becoming a great team. A lack of connection between team members leads to below-average teamwork and sub-par performance and results. Connection is the difference between a team that thrives and one that crumbles. When coaches and players focus on becoming a connected team, the "me" dissolves into "we". The individual silos come crumbling down, bonds are strengthened, relationships are developed, and the team is much more connected, committed, and stronger.

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Commitment

Your team must feel your commitment, not just hear it. When we hear from a leader, we will learn; when we feel a leader's commitment, we will be transformed. The ultimate commitment is sacrifice. To build a great team, your team has to know and feel that you would run into a burning building to save them. They have to know that you are willing to sacrifice yourself for their gain. Great leaders ignore the easy road and build their teams by taking the more difficult path filled with service and sacrifice. This requires you to lose your ego and love your team. If you love someone you are willing to sacrifice for them. If you love your team you will do whatever it takes to build them up, even if it means tearing yourself down.

Care

To build a winning team it's essential to build a culture of caring. To build a culture of caring you must be a leader who cares. When you care, you will inspire others to care. Find ways to extend yourself to others and serve them. Never underestimate the importance of making time to make someone feel special. Then, after you develop a reputation for caring and others expect more from you, continue to deliver more than they expect. When we make caring a strategy and create a culture of caring, we stand out and create success that lasts.

The Big C

It's not one of the 7 C's because it's in a class all by itself. It brings all the other C's together and transforms principles and ideas into action and ultimately a winning team. It all comes down to coaching. Now more than ever, leaders must coach the teams they lead to help them grow and become better leaders. True leaders don't create followers. They create more leaders. This is accomplished through great coaching.

The Other Big C

We almost didn't include this C in the book because we assumed that everyone knows how important character is to build a great team. After all, you can be the greatest coach on the planet, but if your team lacks character you will fail to reach your potential. Yet, given how many coaches and leaders attempt to build a team by focusing on talent instead of character, we had to talk about it. It's the other Big C because without Character you can't coach a team to be successful, you can't build a great culture, and the other C's don't work very well.